



# **Final Report of the ICC Governance Review Ad- Hoc Committee**

**April 19, 2007**

# Final Report of the ICC Governance Review Ad-Hoc Committee

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## Background

In response to member feedback about issues concerning the International Code Council governance structure, the Board of Directors approved the formation of the Governance Review Ad Hoc Committee (GRC). This broad-based committee is charged with reviewing ICC's form of governance. The committee was asked to look at governance models and approaches from similar organizations. This final report is being submitted to the members and the Board of Directors for action. The report includes several recommendations, some of which are policy changes that could be acted on by the Board of Directors and others that require a change to our current bylaws requiring approval of the membership.

The GRC is chaired by Wally Bailey, President of the ICC. Membership of the committee consists of the President, two board members, two past presiding officers and 11 representatives from either established regions or based on recommendations from the various chapters within each region not established. In forming the committee, a letter was sent to the resident chairman of officially recognized regional chapters and the president of all other chapters in regions not established. The purpose of the letter was to solicit the name of an ICC member from each region/chapter to serve on the ad-hoc committee.

## Conclusion of the Committee

After nearly a year's work and feedback from members and stakeholders, the Committee has reached consensus on a set of recommendations to update the ICC governance model. The committee's work reflects an approach that blends the best attributes of having a substantial number of at-large seats with a limited number of geographical seats. The committee's core recommendation does not increase the Board's current size, but leaves the members the option to add two Public Interest seats if desired.

The Committee was focused on how to bridge the gap between two sectors: ICC members who believe that the system must allow for geographical board seats and those who believe that the current condition is adequate.

## Summary of Committee Recommendations

- 1. Board Structure** -- The Committee thoroughly reviewed member feedback and studied governance models concerning the ICC Board of Directors. The Committee concluded that a board comprised of geographic and at-large members could be designed to meet a large majority of our members' needs. This blended solution would have the following components:

The board would be comprised of:

4 officers (as currently provided for in the bylaws)

6 sectional directors (bylaws change required)

8 at-large directors (as currently provided for in the bylaws)

Section directors would be elected by all the ICC voting members. A section director is required to be a representative from a governmental member located in the respective section. The total size of the board would remain the same.

**2. Conduct of Elections** – election for at-large seats should be conducted in a pool, with the candidate receiving the highest number of votes winning the seat. In the case where there are multiple seats, the candidate receiving the most votes would receive the longest term. Elections for regional seats would be conducted separately; subject to election by the entire membership.

**3. Nominating Process** – The committee recommends the following modifications to the nominating process:

- The ICC should create a candidate web page
- Candidates should be given the opportunity to prefile information to be made available to the membership and Nominating Committee
- The Nominating Committee Report should be made available prior to the Annual Business Meeting (ABM)
- The Nominating Committee should include regional representation
- A candidate forum at the ABM before the election should be considered

**4. Two public interest positions** -- two public interest seats should be created on the ICC Board of Directors. The Board should appoint these positions after careful review and consideration. The positions would serve a one-year term, and would have full voting rights.

**5. International Council** -- ICC should create a new Council (similar to the Major Jurisdictions Council) for international activities. Membership would be targeted at people outside the U.S. The International Council would be invited to offer candidates to the ICC Board for one of the two public interest seats.

## Work of the Committee

The committee was formed in January 2006 and held an initial conference call to plan its first face-to-face meeting in February. At the February meeting, there was extensive discussion and a consensus that the GRC wanted to “do it right.” To achieve success the committee agreed to the following principles that would be used to guide the rest of its work:

- “Do it right” (obtain and carefully consider broad input from the membership)
- Get feedback from nonmembers and affiliated organizations

Through its work plan, the committee has initiated the following activities in an effort to gauge how the members and stakeholders of ICC feel about this issue.

### Activities:

- Web page launched for the GRC: <http://www.iccsafe.org/membership/governance.html>
- Open GRC meeting held February 26-27, 2006, in San Antonio
- Issued First Interim Report, March 13, 2006  
[http://www.iccsafe.org/membership/governance/Interim\\_Report031306.pdf](http://www.iccsafe.org/membership/governance/Interim_Report031306.pdf)
- Members Forum, March 2006
- Member teleconference, June 14, 2006
- Open GRC meeting, June 27-28, 2006, in Dallas
- Issued Second Interim Report, August 15, 2006
  
- Members Forum, September 2006, in Orlando
- Committee meeting April 18 – 19, 2007, in Denver
- Articles published in:
  - ICC eNews

- February 2006 ([http://www.iccsafe.org/news/ePeriodicals/eNews/archive/ICCeNews\\_0206.html](http://www.iccsafe.org/news/ePeriodicals/eNews/archive/ICCeNews_0206.html))
- May 2006 ([http://www.iccsafe.org/news/ePeriodicals/eNews/archive/ICCeNews\\_0506.html](http://www.iccsafe.org/news/ePeriodicals/eNews/archive/ICCeNews_0506.html))
- June 2006 ([http://www.iccsafe.org/news/ePeriodicals/eNews/archive/ICCeNews\\_0606.html](http://www.iccsafe.org/news/ePeriodicals/eNews/archive/ICCeNews_0606.html))
- Chapter eNewsletter
  - January 2006  
([http://www.iccsafe.org/news/ePeriodicals/Chapter\\_eNewsletter/January2006.html](http://www.iccsafe.org/news/ePeriodicals/Chapter_eNewsletter/January2006.html))
  - April 2006 ([http://www.iccsafe.org/news/ePeriodicals/Chapter\\_eNewsletter/0406/index.html](http://www.iccsafe.org/news/ePeriodicals/Chapter_eNewsletter/0406/index.html))
  - July 2006  
([http://www.iccsafe.org/news/ePeriodicals/Chapter\\_eNewsletter/0706/](http://www.iccsafe.org/news/ePeriodicals/Chapter_eNewsletter/0706/))
- CEO/COO eUpdate
  - February 3, 2006
- Building Safety Journal
  - December 2005 edition (discussed in President's Message)
  - June 2006 edition

## Updated Findings

As a result of member feedback, the Committee held its final meeting on April 18 and 19, 2007. The Committee reviewed its previous findings and recommendations. Two central themes came out of the feedback from the membership: one, the size of the Board of Directors should not be increased as proposed in the Second Interim Report; two, the makeup of the board should include a combination of at-large and geographical specific positions.

### Structure of the Board of Directors

The Committee thoroughly reviewed member feedback and studied governance models concerning the ICC Board of Directors. The Committee concluded that a board comprised of geographic and at-large members could be designed to meet all of our members' needs. This blended solution would have the following components:

1. The board would be comprised of:
  - 4 officers (as currently provided for in the bylaws)
  - 6 sectional directors (bylaws change required)
  - 8 at-large directors (as currently provided for in the bylaws)

The total size of the board would remain the same.

2. Section directors would be elected by all ICC voting members. A section director is required to be a representative from a governmental member located in the respective section. These sections are comprised of the following ICC service regions:

- Section A - Region 1, Alaska, Washington, Oregon and British Columbia
- Section B - Region 3, Idaho, Montana, Wyoming, Alberta, Manitoba and Saskatchewan
- Section C - Regions 10, 11 and Mexico
- Section D - Regions 4, 5 and Ontario
- Section E - Regions 6, 7 and Quebec
- Section F - Regions 8, 9 and the Caribbean

3. Transition Plan – The board's new composition would be achieved through a transition plan. This plan would be set forth in the bylaws. The plan would call for the transition of two board seats per election cycle from the most senior director within a section, at the end of their term under the existing bylaws. The following schedule would be applied:

2008 cycle	Section C and F
2009 cycle	Section B and D
2010 cycle	Section A and E

In the event there are two seats on the board from the same Section that could be used in the transition, the seat of the most senior board member will be used.

The Committee considered several options that would provide a blended solution. These options included:

Option 1	Option 2	Option 3	Option 4
4 Officers	4 officers	4 officers	7 at-large
6 sections	6 sections	11 sections	11 sections (officers would be included)
6 at-large	8 at-large	5 at-large	
2 public policy			

## Analysis of Options

<p><b>Option 1</b></p> <p><u>Pros</u></p> <ul style="list-style-type: none"> <li>• Provides guaranteed sectional seats</li> <li>• Equal number of section and at-large seats</li> <li>• More opportunities for service by all sectors of organization</li> <li>• Better Board contact</li> <li>• Closer contact</li> <li>• Chapter visits</li> <li>• Incentive for service region programs</li> <li>• Situational awareness for Board decisions</li> <li>• Involvement of nongovernmental members</li> <li>• Provides for international representation</li> </ul> <p><u>Cons</u></p> <ul style="list-style-type: none"> <li>• Complicates election issues</li> <li>• Fewer at-large seats</li> <li>• May not address/solve perceived problem</li> <li>• Disruptive to system (transition)</li> <li>• May lead to less individual accountability nationally</li> <li>• Limits opportunities for different disciplines due to section seats</li> </ul>	<p><b>Option 2</b></p> <p><u>Pros</u></p> <ul style="list-style-type: none"> <li>• Responds to member feedback</li> <li>• Promotes broad geographical representation</li> <li>• Contains a significant “at-large” pool</li> <li>• Provides greater opportunities for different disciplines</li> <li>• Responds to national accountability</li> <li>• Supports concept of erasing legacy boundaries</li> <li>• Does not increase board size (cost neutral)</li> <li>• Expands opportunity for outstanding individuals</li> <li>• Large geographical pool of sectional candidates</li> <li>• Provides for International representation</li> </ul> <p><u>Cons</u></p> <ul style="list-style-type: none"> <li>• Does not guarantee a seat for each Service Region</li> <li>• Sections are very large</li> </ul>
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<p><b>Option 3</b></p> <p><u>Pros</u></p> <ul style="list-style-type: none"> <li>• Does not increase size of the board</li> <li>• Each service region has a rep</li> <li>• Provides guaranteed regional seats</li> <li>• More opportunities for service by some regions of organization</li> </ul>	<p><b>Option 4</b></p> <p><u>Pros</u></p> <ul style="list-style-type: none"> <li>• Does not increase size of the Board</li> <li>• Each service region has a rep</li> <li>• Provides guaranteed regional seats</li> <li>• Provides some at-large seats</li> <li>• More opportunities for service by some regions of</li> </ul>
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<ul style="list-style-type: none"> <li>• Better Board contact for service regions</li> <li>• Chapter visits</li> <li>• Incentive for service region programs</li> <li>• Situational awareness for Board decisions</li> <li>• May bring regions not organized together</li> </ul> <p><u>Cons</u></p> <ul style="list-style-type: none"> <li>• Unlikely there is enough member support to approve</li> <li>• Fewer at-large seats</li> <li>• At-large seats are disproportional to Section seats</li> <li>• May not address/solve perceived problem</li> <li>• Disruptive to system (transition)</li> <li>• May lead to less sectional director accountability nationally</li> <li>• May create more division than unity</li> <li>• Limits opportunities for different disciplines due to section seats</li> <li>• Forces a semi-regional structure</li> <li>• Provides fewer at-large seats</li> </ul>	<p>organization</p> <ul style="list-style-type: none"> <li>• Better Board contact for service regions</li> <li>• Chapter visits</li> <li>• Incentive for service region programs</li> <li>• Situational awareness for Board decisions</li> <li>• May bring regions not organized together</li> </ul> <p><u>Cons</u></p> <ul style="list-style-type: none"> <li>• Unlikely there is enough member support to approve</li> <li>• Fewer at-large seats</li> <li>• At-large seats are disproportional to section seats</li> <li>• May not address/solve perceived problem</li> <li>• Disruptive to system (transition)</li> <li>• May lead to less sectional director accountability nationwide</li> <li>• May create more division than unity</li> <li>• Limits opportunities for different disciplines due to section seats</li> <li>• Forces a semi-regional structure</li> <li>• Designation of officers as section reps is confusing</li> </ul>
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## Public Interest Seat

The Committee renewed its previous discussion concerning representation of the private sector on the Board of Directors. The Committee noted that ICC is a different organization than the legacy organizations were. This expanded role requires a greater degree of input from affected stakeholders than in the past. Further, ICC is a much different organization than nearly all other trade and professional associations in that it addresses very broad and multi-disciplined health and safety responsibilities on behalf of the public. It was also recognized that the ICC works for the benefit of its members and the good of the public and society at large. ICC stakeholders, by and large, are very pleased with the progress made by ICC. By broadening the ICC board membership to include additional public policy leadership, the advancement of ICC and its products can be greatly and more rapidly increased.

The Committee concluded that the members should amend the bylaws to give the Board the authority to appoint up to two public interest members. These members would serve one-year terms, and would have full voting rights. The Committee concluded that the Public Interest seats would demonstrate ICC's commitment to serve all of society as well as its governmental membership.

## Other Reforms

The Committee deliberated other reforms that they believed were necessary to address fully the issue of governance. These policy recommendations have been forwarded to the ICC Board of Directors for action this year. Member feedback was sought regarding these specific recommendations and was provided as part of the background material the Board reviewed.

## Election & Voting Reform

Currently elections are conducted by seat. In the recommended model, election for at-large seats should be conducted in a pool, with the candidate receiving the highest number of votes winning the seats. In the case where there are multiple seats, the candidate receiving the most votes would receive the longest term. Elections for regional seats would be conducted separately, subject to election by the entire membership.

The Committee then discussed the need for a more deliberate and thorough nominating committee process. The committee believed there needed to be more opportunity at the ABM for candidates to provide information about their views and opinions. The Committee also recommended adding:

- Candidate web page
- Candidates have the opportunity to pre-file information to be available to the membership and Nominating Committee
- Nominating Committee Report to be available prior to ABM
- Include a Regional representative on Nominating Committee
- A candidate forum should be held at the annual meeting before the election

## International Representation

The Committee discussed the need to grow ICC's international exposure. To help achieve this, the Committee believes that ICC should create a new Council (similar to the Major Jurisdictions Council) for international activities. Membership would be targeted toward people outside the U.S. The International Council would be invited to offer candidates to the ICC Board for consideration for one of the two available public interest seats.

## Board Member Qualifications

### ***Governmental Members***

Subject to the limitations of the Articles of Incorporation, the Bylaws and the laws of the State of California, each member of the Board of Directors shall be a Governmental Member Representative. Each Governmental Member shall exercise its right to vote through its designated Governmental Member Voting Representatives. Governmental Member Voting Representatives shall be designated in writing, by the Governmental Member, and shall be employees or officials of the Governmental Member or departments of the Governmental Member, provided that each of the designated voting representatives shall be an employee or a public official actively engaged, either full or part time, in the administration, formulation or enforcement of laws, ordinances, rules or regulations relating to the public health, safety and welfare. The designation of a Governmental Member Voting Representative may be changed by the Governmental Member, in writing, from time to time.

Any director who ceases to be a designated Governmental Member Representative, for a period exceeding 60 days, shall automatically forfeit his or her position as a director. Board members called to and serving active military duty shall not become disqualified as a member of the board.

### ***Public Interest Members***

Public Interest Members shall be nationally or internationally recognized individuals with demonstrated interest and experience in shaping, leading, and advancing sound public policy at all levels of government or through voluntary initiatives. Candidates with knowledge and experience in advancing community-related quality, health and safety interests are especially sought.

Nominees in this category shall of the highest caliber and may include but not be limited to elected officials, corporate executives, governmental executives, and association volunteer leaders. The International Council would be invited to offer candidates to the ICC Board for consideration for one of the two available public interest seats

# Proposed Bylaw & Policy Changes

## Amendment 1

**Bylaws for the International Code Council, Inc.  
A California Nonprofit Public Benefit Corporation  
Revised April, 5<sup>th</sup> 2007**

**Proposed Changes from the  
GRC April 19, 2007**

### ARTICLE IV — ~~LIMITATION BY~~ GEOGRAPHICAL REPRESENTATION

**4.1 Limitations** - To encourage wide geographical representation, no more than two Governmental Member Representatives designated by Governmental Members located in the same state or province may serve simultaneously on any one committee nor may more than two Governmental Members Representatives designated by Governmental Members located in the same state or province serve simultaneously on the Board of Directors.

**4.2 Distribution** - To provide for geographical distribution of the Board of Directors, the following sections are established.

**Table 4.2**

Section A	Alaska, British Columbia, Washington, Oregon, California, Nevada Hawaii
Section B	Idaho, Montana, Wyoming, North Dakota, South Dakota, Minnesota, Iowa, Wisconsin, Alberta, Saskatchewan, Manitoba
Section C	Utah, Arizona, Colorado, New Mexico, Oklahoma, Texas, Arkansas, Mexico
Section D	Nebraska, Kansas, Missouri, Illinois, Michigan, Indiana, Ohio, Kentucky, Ontario
Section E	Maine, Vermont, New Hampshire, New York, Massachusetts, Connecticut, Rhode Island, Pennsylvania, New Jersey, Delaware, Maryland, West Virginia, Virginia, Quebec, New Brunswick, Nova Scotia
Section F	Tennessee, Louisiana, Mississippi, Alabama, North Carolina, South Carolina, Georgia, Florida, the Caribbean

**4.3 Transition** - The seat of the most senior Director-at-Large within a Section, as provided in Table 4.2, shall be designated as the Section seat, at the end of the term. Full terms for Section seats shall start in accordance with Table 4.3

**Table 4.3**

<u>Sections C &amp; F</u>	<u>2008</u>
<u>Sections B &amp; D</u>	<u>2009</u>
<u>Sections A &amp; E</u>	<u>2010</u>

In the event the term of the senior Director in a Section does not coincide with Table 4.3, the designation of an open seat for the Section shall be determined by the Board of Directors. Section 4.3 shall sunset January 1, 2011, and shall editorially be deleted from the Bylaws.

### ARTICLE V — BOARD OF DIRECTORS

**5.1 Governing Body** - Subject to the limitations of the Articles of Incorporation, these Bylaws and the laws of the State of California, all corporate powers shall be exercised by the Board of Directors. The Board of Directors shall be composed of the following: President, Vice President, Secretary/Treasurer, the most Immediate Past President eligible,

and, 14 eight Directors-at-Large and six Sectional Directors, one each from the geographical sections, as provided for in Section 4.2. Each member of the Board of Directors shall be a Governmental Member Representative; ~~Directors-at-Large~~ All members of the Board of Directors, except as provided in the bylaws, shall be elected for a term of three years, and shall not serve for more than two consecutive full terms. However, nothing in this section shall preclude a Director initially appointed to a one- or two-year term, or appointed or elected to fill an unexpired term, from being elected to two subsequent full term(s). All Directors elected for a Section seat shall be and remain, throughout their term, a Governmental Member Representative for a Governmental Member within the applicable Section.

## Amendment 2

**Bylaws for the International Code Council, Inc.  
A California Nonprofit Public Benefit Corporation  
Revised April, 5<sup>th</sup> 2007**

**Proposed Changes from the  
GRC April 19, 2007**

**Option 1-If bylaw amendment 1 is approved:**

**5.1 Governing Body** - Subject to the limitations of the Articles of Incorporation, these Bylaws and the laws of the State of California, all corporate powers shall be exercised by the Board of Directors. The Board of Directors shall be composed of the following: President, Vice President, Secretary/Treasurer, the most Immediate Past President eligible, eight Directors-at-Large and six Sectional Directors, one each from the geographical sections, as provided for in Section 4.2. Except as provided herein, each member of the Board of Directors shall be a Governmental Member Representative. All members of the Board of Directors, except as provided herein, shall be elected for a term of three years, and shall not serve for more than two consecutive full terms. However, nothing in this section shall preclude a Director initially appointed to a one- or two-year term, or appointed or elected to fill an unexpired term, from being elected to two subsequent full term(s). All Directors elected for a Section seat shall be and remain, throughout their term, a Governmental Member Representative for a Governmental Member within the applicable Section.

**5.2 Public Interest Board Members** – In addition to the number of Directors provided in Section 5.1, there shall be two public interest seats on the Board of Directors. The public interest seats shall be filled at the discretion of the Board of Directors. The positions shall serve a one-year term, and have full voting rights. Individuals who serve as a Public Interest director shall not serve as an officer. The Board shall establish a Council Policy on Public Interest seats.

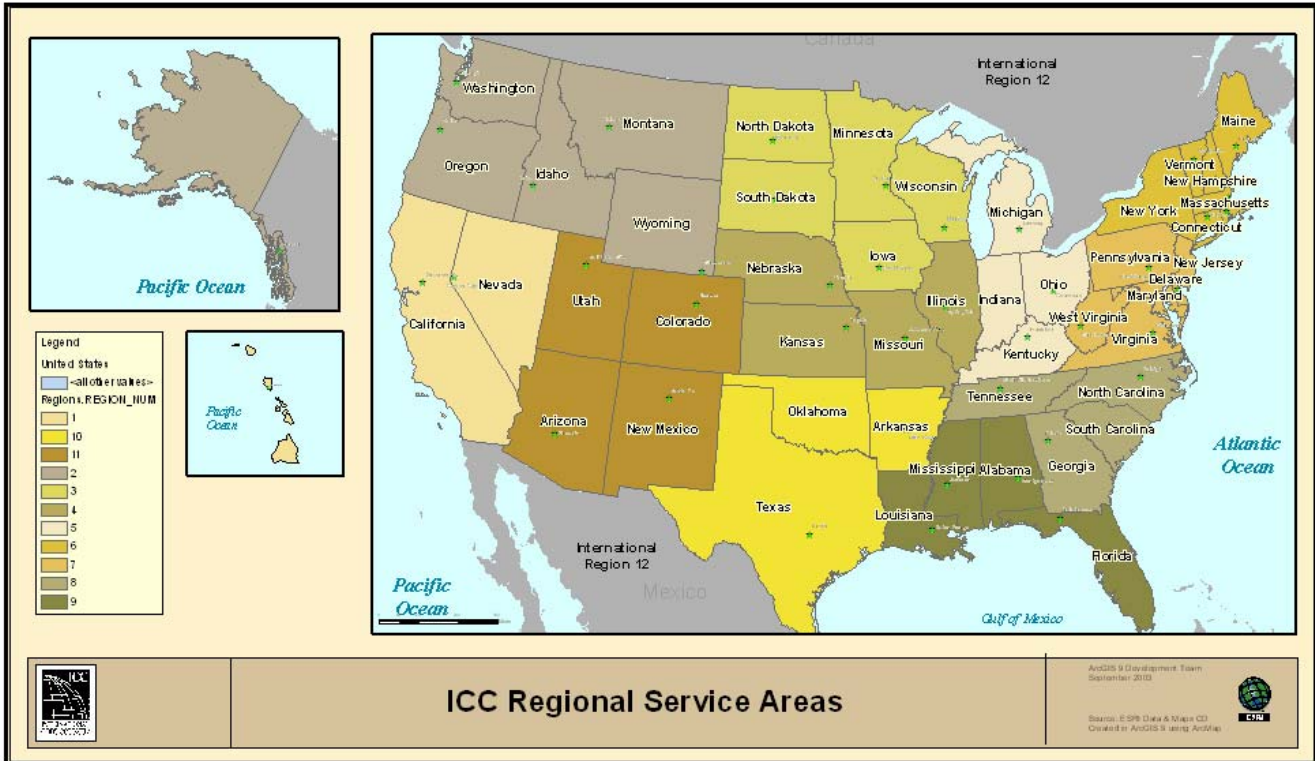
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**Option 2-If bylaw amendment 1 is not approved:**

**5.1 Governing Body** - Subject to the limitations of the Articles of Incorporation, these Bylaws and the laws of the State of California, all corporate powers shall be exercised by the Board of Directors. The Board of Directors shall be composed of the following: President, Vice President, Secretary/Treasurer, the most Immediate Past President eligible, and 14 Directors-at-Large. Except as provided herein, each member of the Board of Directors shall be a Governmental Member Representative. Directors-at Large shall be elected for a term of three years, and shall not serve for more than two consecutive full terms. However, nothing in this section shall preclude a Director initially appointed to a one- or two-year term, or appointed or elected to fill an unexpired term, from being elected to two subsequent full term(s).

**5.2 Public Interest Board Members** – In addition to the number of Directors provided in Section 5.1. There shall be two public interest seats on the Board of Directors. The public interest seats shall be filled at the discretion of the Board of Directors. The positions shall serve a one-year term, and have full voting rights. Individuals who serve as a Public Interest director shall not serve as an officer. The Board shall establish a Council Policy on Public Interest seats.

# Appendix A Service Regions Map



## **Appendix B Sections Map**

*TBD*

**Appendix B**  
**ICC Governance Committee Roster**  
Revised June 28, 2006

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